

City of Cincinnati

All Funds Biennial Budget



City Manager's Budget Message
2001/2002

City of Cincinnati

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City Manager's Budget Message 2001/2002



Members of City Council

Mayor Charlie Luken
Paul Booth
Minette Cooper
Pat DeWine
Phil Heimlich
Todd B. Portune
Alicia Reece
James R. Tarbell
Charlie Winburn

City Administration

John F. Shirey, City Manager
Timothy H. Riordan, Finance Director
William E. Moller, Assistant Finance Director
Constance M. Roesch, Acting Budget Manager

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City Manager's Budget Message 2001/2002



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November 8, 2000

Mayor, Members of City Council, and Citizens of Cincinnati:

CITY MANAGER'S BUDGET MESSAGE

My recommended 2001/2002 All Funds Biennial Budget for the City of Cincinnati including the Operating Budget, Capital Budget, and Consolidated Plan Budget is transmitted for your approval. The Operating Budget and Consolidated Plan Budget are balanced to resources. The Capital Budget is also balanced but requires the transfer of resources from the General Fund in line with City Council's adopted Policy Budget. That Policy Budget provided direction for preparation of this budget. This Budget implements those policies.

2001/2002 Biennial Budget: Neighborhoods, Investment, and Expenditure Controls. In developing the 2001/2002 Biennial Budget, I utilized the main themes of the Policy Budget. This budget includes increased commitment to neighborhoods, continues our efforts to channel operating funds to capital to foster investment in Cincinnati's future growth, and applies expenditure controls to limit growth in operating expenditures. The items below highlight how we have achieved these three objectives and, in the process, have implemented the directives of the City Council's Policy Budget.

Neighborhoods

1. **Neighborhood Investment: Market Rate Housing/Business District Investment.** An additional \$8 million for a new neighborhood market rate housing program and an additional \$2 million for investment in neighborhood business districts have been included in the biennial budget. Totals of \$24 million and \$6 million are included for these two programs in the six-year capital plan. These investments, in addition to the property tax rate decrease, are funded by \$52 million in operating budget reductions that must be made over the next six years.
2. **Street Rehabilitation.** Over \$30 million is budgeted in the biennium and \$96 million over the six-year capital plan. This will result in the rehabilitation of more than 100 lane miles per year.
3. **Neighborhood Playground Initiative.** An additional \$580,000 is budgeted per year for playground upgrades and maintenance.
4. **Maintain Safety Forces.** Operating budget reductions exempted authorized strength in Police and Fire sworn personnel.
5. **Restore Full Funding for Human Services and Arts Policies.** The budget restores Human Services funding to the full 1.5% and the Arts Policy to 0.14% of General Fund revenues.
6. **Hazard Abatement Program.** A total of \$1.6 million is budgeted over the biennium to deal with unmaintained buildings that have become neighborhood problems.
7. **Lead Risk Assessment.** \$225,000 has been included in the Health Department budget to continue the lead risk assessment program after the current federal grant expires.

Investments

8. **Maintain Infrastructure.** Adequate funding is included for maintenance of City assets, including City facilities, fleet, and streets. Small infrastructure appropriation requirements are met.
9. **Post Office Relocation.** \$9.3 million is recommended over the biennium for the relocation of the U.S. Postal Service Distribution Center. The City's commitment to this project will retain more than 2000 jobs in the city.
10. **Cincinnati Public Schools.** \$5 million is provided each year to fulfill the City Council's commitment to help rehabilitate public school buildings.
11. **Information Technology.** Continued investments in information technology will foster greater employee productivity and the ability to provide more services electronically to our citizens.

Expenditure Controls

12. **Property Tax Rate Decrease.** The property tax rate is set at 5.4 mills, down from 5.54 mills in 2000.
13. **Expenditure Controls.** The General Fund Operating Budget provides expenditure growth controls at less than 75% of projected inflation (2.2% for one year, 4.5% for two years).
 - a. Actual growth of the General Fund Operating Budget has been limited to 1.6% in 2001. It increases 2.8% in 2002. The General Fund change over the biennium is 3.4%.
 - b. The General Fund Operating Budget has grown an average of only 1.8% annually from 1999-2002 adjusting for the contribution to Cincinnati Public Schools.
 - c. The All Funds Operating Budget grows by 1.5% in 2001 after eliminating increases in debt service, federal jobs grants and EPA mandated requirements in the MSD and Cincinnati Water Works.
 - d. This budget continues the practice of taking savings in operating budgets and allocating them to capital investment to achieve important objectives. More than \$21 million of General Fund revenues have been redirected annually to capital investments. This includes \$5 million annually to the Cincinnati Public Schools, \$4 million for market rate housing, \$1 million for business district investments, \$6 million for street rehabilitation, and \$5 million for debt service to finance such major projects as the new public safety communications systems, the Convention Center and riverfront street development. Altogether, this redirection will result in more than \$180 million of additional investment in Cincinnati's future during this six-year plan.
 - e. While I have had to make necessary reductions in the operating budget, including elimination of 125 full-time equivalent positions over the biennium, these position eliminations are primarily accomplished through greater productivity and will not impact essential municipal services that are provided to our citizens. The reductions will not result in any City employee layoffs.

For comparison purposes, I would like to point out that from 1995-2002, the number of non-safety City full-time equivalent employee positions will decrease 6.4% from 4,721 to 4,418. This is a decrease of over 300 positions. Over the same period, 1995-2002, Safety Department full-time equivalent employee positions would have increased 5.6%.

14. **Carryover Balance Requirement.** The financial plan complies with the requirement for a 2% positive carryover balance in the sixth year of the financial forecast (2006). That balance is projected to be \$6.9 million.

There are four services that will be impacted by the expenditure controls. I am recommending that Day Care licensing and Nursing Home inspections be transferred to the Ohio Department of Health, effective March 1, 2001 to partially offset my recommendation to fund the lead risk assessment program.

I am also recommending a limited Citywide Curfew Program, as the current program is not being utilized at a rate to justify continuation of current funding levels. The 2001/2002 budget supports a program where Recreation Centers would be open only during anticipated peak service periods.

Further, I am recommending that we not begin the Community Based Prosecution Program as planned. While we have received a federal grant to begin, the program will require the City to pay for the salary of three additional positions after the grant expires. I do not recommend starting programs for which we have no long-term funding plans.

2001/2002 ALL FUNDS BUDGET

(In \$Millions)	1999 Approved	2000 Approved	2001 Recommended	Change From 2000	Growth From 2000	2002 Recommended	Change From 2001
Operating Budget							
General Fund ¹	\$296.0	\$306.3	\$308.2	0.6%	1.6% ²	\$316.9	2.8%
Restricted Funds ³	<u>341.7</u>	<u>352.3</u>	<u>376.3</u>	6.8%	1.4% ⁴	<u>386.6</u>	2.7%
Subtotal	\$637.7	\$658.6	\$684.5	3.9%	1.5% ⁴	\$703.5	2.8%
Capital Budget							
General Capital	\$73.8	\$105.6	\$77.5	-26.6%		\$132.9	71.5%
Restricted Funds	<u>211.8</u>	<u>224.8</u>	<u>146.1</u>	-35.0%		<u>137.2</u>	-6.1%
Subtotal	\$285.6	\$330.4	\$223.6	-32.3%		\$270.1	20.8%
Consolidated Plan Budget	<u>\$26.4</u>	<u>\$26.9</u>	<u>\$28.3</u>	5.2%		<u>\$25.5</u>	-9.9%
Total Budget	\$949.7	\$1,015.9	\$936.4	-7.8%		\$999.1	6.7%

¹The 2000 Approved Budget previously included \$4.4 million in debt service for major capital projects. This amount is now being reported elsewhere. The Approved Budget now includes \$1.2 million in additional appropriations as cited in the June forecast.

²After considering that the 2000 budget includes \$3 million for City facilities improvements while the 2001 budget does not pursuant to City Council's direction, the adjusted Change equals 1.6%.

³The 2001/2002 All Funds Budget shows the Community Development Block Grant Operating Budget in the Consolidated Plan Budget and not in the Operating Budget.

⁴After deducting debt service associated with capital projects, \$5 million in required service increases for MSD (\$4.2 million) and CWW (\$0.8 million) and a net \$3.2 increase in Non-Appropriated Restricted Fund expenditures that are primarily from grants, the Restricted Funds change from 2000 is 1.4% while the Total Operating Budget change is 1.5%.

As shown in the chart above, my recommended All Funds budget is \$936.4 million in 2001 and \$999.1 million in 2002. The 2001 budget is a 7.8% decrease from the 2000 approved budget and the 2002 budget is a 6.7% increase from the 2001 recommended amount. The 2001 decrease is primarily attributable to a reduction in Federal and State grant funds related to the Fort Washington Way Reconstruction project. The increase in 2002 is primarily attributable to Capital Budget increases for the convention center expansion.

BUDGET HIGHLIGHTS

Operating Budget

The Operating Budget includes funding for day-to-day services provided by City departments. These include governmental services supported by the General Fund, such as police and fire services, and services supported by Restricted Fund fees, charges, assessments, or grants such as job training programs.

The 2001 recommend amount is \$684.5 million and the 2002 recommended amount is \$703.5. The total Operating Budget increases 3.9% in 2001 and 2.8% in 2002. The increase would be only 1.5% if debt service increases were eliminated. Larger amounts of debt service have been budgeted for Water Works, MSD, and General Obligation Bond Funds.

Among the recommended General Fund Operating Budget programs in 2001/2002 are the following initiatives as directed in the Policy Budget.

1. **Restore Human Services and Arts Policy Allocations.** Per City Council's June 28, 2000 Policy Budget, additional funding for both the Human Services and Arts Policy allocations are recommended to restore them to 1.5% and 0.14% of General Fund revenues, the policy in place prior to the year 2000. In 2001, these percentages amount to \$4,791,720 for the Human Services Policy and \$447,230 for the Arts Policy.
2. **Maintain Sworn Authorized Staff in Safety.** To maintain neighborhood safety, funding is provided for authorized sworn strength in both the Police and Fire Divisions, including one Fire and two Police recruit classes each year. These classes will result in enough recruits over the next biennium to exceed authorized average sworn strength.
3. **Cincinnati Public Schools.** To fulfill the City Council's \$100 million commitment to fund improvements to Cincinnati Public School (CPS) buildings in City neighborhoods, \$5 million annually has been included for CPS in the General Fund Operating Budget. This represents the second and third years of the 20-year funding commitment.
4. **Citizen Participation in the Budget Process.** Continuing the City's tradition of citizen participation in the municipal budget process, involvement has been actively sought from individual citizens, community councils, advisory bodies, and other community groups. Forty-three neighborhoods participated in the Community Priority Request Process by submitting a total of 192 service and project requests for consideration in the City's 2001-2002 Biennial Budget. A report providing the disposition of each of these requests is forthcoming. Additionally, various advisory boards have reviewed and made recommendations to me for funding allocations, including the Community Development Advisory Board (CDAB), Human Services Advisory Committee (HSAC), and the Cincinnati Neighborhood Business Districts United (CNBDU).

General Fund Six-Year Financial Forecast

The 2001/2002 Biennial Budget for the General Fund is recommended in the context of a six-year financial forecast of resources and expenditures. The forecast was developed with the assistance of Standard & Poor's DRI, the City's economic and financial forecasting consultant for the past six years. It has been updated, as explained in this section, based on information now available concerning 2000 actual revenue collection. The forecast appears on page 7 of this document.

The Standard & Poor's DRI forecast predicts a strong economy continuing through 2001 followed by rising interest rates and increasing inflation which eventually lead to a moderate recession. That recession causes the slowing of income tax revenues in 2002 and a further slowing in 2003. This economic forecast drives the projections of major revenue sources (income tax and property tax) of the City and of expenditure growth based on inflation trends.

Cautions for the Six-Year Financial Forecast

While the six-year financial forecast presents a balanced budget for the biennium and includes the 2% carryover balance in the sixth year of the forecast, there are a number of significant cautions concerning the six-year financial forecast. There are a number of early warnings that have us concerned. While it is too early to make adjustments based on these trends, that situation could change and therefore make achievement of our Policy Budget objectives much more difficult. They are explained below.

1. **Estate Tax Declines.** The Estate Tax, a major growth revenue for the last four years, has declined precipitously in 2000. We received \$14.6 million in 2000, \$5 million less than we received in 1999. We had already projected a decline of \$2.7 million, but the actual decline proved to be worse. We have lowered revenue estimates for 2001 and 2002 and continue to watch this revenue source closely.

In addition to poor revenue performance, there are discussions in the State Legislature and the U.S. Congress about reducing or eliminating the estate tax. This revenue accounts for 5% of General Fund revenues and, if lost, would cause serious expenditure reductions.

2. **Income Tax Growth.** While we have made no adjustment to the income tax estimate, we have pointed out to City Council that as of publication of this document, income tax revenues have lagged the Standard & Poor's DRI estimate. If that trend continues this fiscal year, we may have to reconsider the long-range financial forecast. Because the income tax makes up such a large portion of the revenue base of the General Fund (63%), decreases in the projected growth rates would have significant impacts on the City's financial condition.
3. **Continued Expenditure Control is Necessary.** The plan to fund additional neighborhood initiatives such as housing, neighborhood business districts and \$25 million in property tax reductions over the next six years requires reduced costs totaling \$52 million. In the out years (2003-2005) of the forecast, negative carryover balances are shown and of course, the City cannot have such balances. We have taken steps to begin to address these issues in the proposed budget. We will further address these issues in the next biennial budget.
4. **Property Tax Rate Decreases Impact Overall Revenue Growth.** The revised forecast shows flat revenue collections for the property tax for 2001 and 2002. Beyond that, the property tax shows a continued rate of 5.4 mills. This means that beyond 2002, the City will receive additional revenues as the property values increase. If the City Council continues to lower rates each time property values increase to hold revenue flat, the result will be the loss of an additional \$13 million from this plan. Without other action being taken, this would change a projected \$6.9 million surplus in year 2006 to a projected \$6 million deficit.
5. **Escalation of Employee Health Benefits Costs.** The City's employee health benefits costs are increasing approximately 5% annually in the biennial budget. Larger increases have been avoided by continued cost containment efforts to insure that the City provides lower cost alternatives. More health care inflation will make it that much more difficult for the City to achieve its expenditure control targets.

Other Comments Concerning the Financial Forecast.

In addition to the revenue and expenditure projections, the estimates include an annual expenditure savings estimate of 1.5% of the expenditure budget, which becomes a component of the carryover balance for the next year. This percentage is based on historical results of the operating budget.

A capital transfer out of \$6.0 million is also included in the biennial budget. This amount is transferred from the unappropriated surplus to the Riverfront Street Grid Project to repay the loan from that account to construct the Fort Washington Way Pilings Project in 2000.

Several adjustments in 2000 revenue estimates occurred. Admissions tax increased \$40,000 due to better collections, year-to-date; property tax estimates increased \$157,000 due to additional past due collections; miscellaneous revenues estimates increased \$1.125 million based on actual collections, and the Local Government Fund estimate was increased \$202,000 based on projections from nine-month year-to-date collections. The Estate Tax estimate was lowered by \$2.4 million to \$14.6 million based on final 2000 Estate Tax collections.

General Fund Six-Year Forecast – June 2000 (in \$000s)

	1999 Actual	2000 Estimate	2001 Forecast	2002 Forecast	2003 Forecast	2004 Forecast	2005 Forecast	2006 Forecast
Operating Revenue	\$301,672	\$308,648	\$319,448	\$326,486	\$333,390	\$345,591	\$357,536	\$372,418
Operating Expenses (Budget)	\$299,121	\$300,049	\$303,435	\$311,666	\$321,634	\$329,607	\$337,561	\$346,554
Cincinnati Public Schools		5,000	5,000	5,000	5,000	5,000	5,000	5,000
Additional Appropriations*		1,248	273	280	286	293	301	310
General Fund Operating Budget	299,121	306,297	308,708	316,945	326,920	334,901	342,862	351,864
Major Projects - Add'l Debt Service		\$4,411	\$5,083	\$5,037	\$5,262	\$5,404	\$6,404	\$6,789
Neighborhood and Other Capital Investment			5,000	5,000	5,000	5,000	5,000	5,000
Neighborhood Street Rehabilitation	3,000		6,270	7,720	6,430	5,600	6,090	6,590
Expenditure Savings	(5,088)	(4,519)	(4,556)	(4,679)	(4,829)	(4,949)	(5,068)	(5,203)
Yearly Balance	\$4,639	\$2,460	(\$1,058)	(\$3,538)	(\$5,393)	(\$365)	\$2,248	\$7,378
Previous Carryover Balance	40,015	31,664	19,572	12,514	8,976	3,583	3,217	5,465
Yearly Balance	\$4,639	\$2,460	(\$1,058)	(\$3,538)	(\$5,393)	(\$365)	\$2,248	\$7,378
Prior Year Cancelled Encumbrances	\$1,860							
Less Transfers (Out)/In	(14,850)	(\$9,843)						
Less Additional Transfers (Out)/In								
Crossett; Waldvogel; Dorian; Streets		(4,709)						
Fort Washington Way Pilings			(6,000)					
Economic Development Investments			?	?	?	?	?	?
Carryover Balance	\$31,664	\$19,572	\$12,514	\$8,976	\$3,583	\$3,217	\$5,465	\$12,843

Note:
 *The Additional Appropriations amounts include actual additional one-time appropriations of \$340,000 in 2000, and \$555,000 for estimated Police additional costs for School Crossing Guards and higher authorized strength than originally estimated (includes employee benefits) and \$353,000 for estimated Fire additional costs due to higher authorized strength than originally estimated (includes employee benefits).

Revised General Fund Six-Year Forecast (in \$000s)

	1999 Actual	2000 Estimate	2001 Forecast	2002 Forecast	2003 Forecast	2004 Forecast	2005 Forecast	2006 Forecast
Operating Revenue	\$301,672	\$307,346	\$316,803	\$324,026	\$333,390	\$345,591	\$357,536	\$372,418
Operating Budget	\$299,121	\$301,323	\$303,176	\$311,946	\$321,920	\$329,900	\$337,862	\$346,864
Cincinnati Public Schools		5,000	5,000	5,000	5,000	5,000	5,000	5,000
General Fund Operating Budget	299,121	306,323	308,176	316,946	326,920	334,900	342,862	351,864
Capital Investment Transfers								
Major Projects - Add'l Debt Service		4,411	5,083	5,037	5,262	5,404	6,404	6,789
Neighborhood and Other Capital Investment			5,000	5,000	5,000	5,000	5,000	5,000
Neighborhood Street Rehabilitation	3,000		6,270	7,720	6,430	5,600	6,090	6,590
Expenditure Savings	(5,088)	(4,520)	(4,548)	(4,679)	(4,829)	(4,949)	(5,068)	(5,203)
Yearly Balance	\$4,639	\$1,132	(\$3,178)	(\$5,998)	(\$5,393)	(\$365)	\$2,248	\$7,378
Previous Carryover Balance	\$40,015	\$31,664	\$18,244	\$9,066	\$3,068	(\$2,326)	(\$2,690)	(\$442)
Yearly Balance	4,639	1,132	(3,178)	(5,998)	(5,393)	(365)	2,248	7,378
Prior Year Cancelled Encumbrances	1,860							
Less Transfers (Out)/In	(14,850)	(14,552)	(6,000)					
Carryover Balance	\$31,664	\$18,244	\$9,066	\$3,068	(\$2,326)	(\$2,690)	(\$442)	\$6,935

Notes:
 1) Less Transfers (Out)/In for 1999 and 2000 include transfers to various capital and operating projects. The 2001 amount reimburses the Riverfront Street Grid project for the cost of the Fort Washington Way Pilings.
 2) Operating Revenue includes \$14.6 million in Estate Tax for 2000 to reflect actual collections. The 2001 and 2002 amounts are reduced by \$2.0 million from the prior forecast.

Major Departments with other significant Operating Budget Items include the following:

Economic Development

Funding is included per City Council's direction, for the new Greater Cincinnati Port Authority (\$300,000 in 2001 and \$350,000 in 2002). The budget also includes funding for Forgivable Asset Reverse Mortgage (FARM) agreements for Firststar and Great American Financial Resources (\$325,000 in 2001), and Delta Airlines (\$150,000 in 2002). FARM agreements are used by the City as an incentive for job creation and retention by major employers. There is also continuation of funding in 2001 for Ujima Cincinnati (\$150,000), the Riverfront Classic & Jamboree (\$50,000), Greater Cincinnati African-American Chamber of Commerce (\$80,000), and the Greater Cincinnati Chamber of Commerce (\$200,000).

Health Department

Lead poisoning is a serious public health issue. Environmental lead risk assessments, as well as medical follow-up, represent a critical public health responsibility for the Health Department. Children with elevated blood lead levels may suffer neurological damage, resulting in underdeveloped physical and mental skills during early childhood. The City's HUD-funded Lead Abatement Project will be completed in November 2000, reducing revenue for lead risk assessment in 2001 by \$274,000. So that the Health Department may continue a lead risk assessment program for lead poisoned children, \$225,500 has been included in the General Fund 2001 budget.

To partially compensate for additional funding of lead risk assessments, Day Care licensing will be transferred to the Ohio Department of Health, which will create a \$65,000 budget savings in 2001 and an ongoing annual savings of \$82,500. Day care licensing duplicates a service already required of the Ohio Department of Health; indeed, day care centers in Cincinnati are required to obtain two, not one, licenses to operate. Limited public health funds are better spent on lead risk assessment, which addresses a serious public health issue for children and will not be carried out by another public health agency if the Health Department is unable to operate the program. The Nursing Home Inspection Program will also be transferred to the Ohio Department of Health because, as with Day Care licensing, the service is already provided by law at the state level. Savings from transferring the Nursing Home Inspection Program to the Ohio Department of Health will also help to offset additional funding for lead risk assessments; it will generate a budget savings of \$110,800 in 2001, and an ongoing annual savings of \$132,000.

Also a savings in 2001, pass-through contracts totaling \$160,000 have been eliminated (Drug and Poison Information System, \$75,000; Central Psychiatric Clinic, \$25,000; American Heart Association, \$50,000; and Mental Health Association, \$10,000). Funding for contract health centers was increased by the same inflation rate applied to all City departments.

In recent years, Health Services Fund 395, which receives revenue from Medicaid and other health insurers, has seen declining revenue because of a rising number of uninsured patients. However, the Health Department has taken several steps to reverse that trend:

- The Health Department has worked with the Hamilton County Department of Human Services to expand eligibility requirements for coverage under CHIP (Children's Health Insurance Program). Now, children at 200% of the poverty level, and parents of CHIP-eligible children at 100% of the poverty level, may receive CHIP benefits.
- Health Centers are staffed 10-20 hours per week to assist patients with CHIP applications.
- The Health Department has gained on-line access to the Ohio Department of Human Services' Medicaid database, which will increase efficiency and decrease billing errors.

Impact of the Charter Amendment – Direct Election of the Mayor. On May 4, 1999, voters approved an amendment to the Charter of the City of Cincinnati to provide that, commencing with the regular municipal election of November 6, 2001, there shall be a direct election of the Mayor whose salary will be twice that of a Councilmember's salary. The increased cost of a 9th Councilmember's office is \$156,000. The additional cost for the increased Mayor's salary is \$47,400. The increased Board of Elections cost is \$505,000 in 2002. These amounts are included in the Budget.

Capital Budget

The Capital Budget provides funding for City assets with useful lives of over five years. Capital funds are used to purchase or construct new assets or improve or rehabilitate existing assets. The recommendation includes a 2001/2002 Capital budget and a 2001-2006 Capital Investment Plan. The recommended biennial amount of \$493.7 million is a 19.8% decrease from the approved 1999/2000 biennial budget of \$616.0 million. The decrease is primarily due to a reduction in Federal and State grant funds related to the Fort Washington Way Reconstruction project. The 2001 recommended amount of \$223.6 million is a 32.3% decrease from the 2000 approved all funds capital budget of \$330.4 million. The 2002 recommended amount of \$270.1 million is an increase of 20.8% from the 2001 recommended amount.

General Capital Budget Neighborhood Initiatives

My recommended 2001/2002 Biennial General Capital Budget and 2001-2006 General Capital Investment Program implements the City Council's June 28, 2000 Policy Budget and includes a substantial increase in funding for Neighborhood Reinvestment, \$45.1 million for the 2001/2002 biennium and \$141.1 million for the six-year plan. Highlights of this neighborhood investment include the following:

1. **Neighborhood Street Rehabilitation.** Totals of \$14.8 million in 2001, \$15.3 million in 2002 and \$96 million for the six-year plan are recommended to improve street surfaces. This represents an additional \$39 million investment from the previous plan and will allow the City to rehabilitate at least 100 lane miles per year over the next six years.
2. **Expanded Housing Investment.** An additional \$24 million over six years and \$8 million over the biennium is recommended for Neighborhood Market Rate Housing. Other recommended project amounts over the biennium include Downtown Housing (\$1 million), CiTiRAMA (\$1 million), Findlay Market Housing initiatives (\$400,000), HOME Match (\$600,000), and \$2.9 million from the Special Housing Permanent Improvement Fund (SHPIF) to support downtown market rate housing. The total recommended biennial capital investment for housing totals \$11 million. There is also \$27.8 million recommended for housing in the Consolidated Plan budget and \$2.9 million for SHPIF.
3. **Hazard Abatement Program.** To provide for the demolition of unsafe, public nuisance buildings, \$115,000 over the biennium is recommended for the Hazard Abatement Program. Combined with my General Fund Operating (\$434,700) and Consolidated Plan (\$1.0 million), \$1.6 million overall is recommended to abate these neighborhood problems.
4. **Neighborhood Business Districts.** An additional \$1 million annually and an additional \$6 million over six years is recommended for Neighborhood Business District Public Improvements. A total of \$5.1 million over the biennium and \$15.1 million over the six-year plan is recommended. Combined with Consolidated Plan funds of \$2 million, the total recommended funding investment for NBDs is \$7.1 million over the biennium.

5. **Neighborhood Playgrounds Initiative.** An additional \$580,000 annually (operating and capital) is recommended to support City efforts to provide safe and attractive neighborhood playgrounds. An additional \$500,000 per year is included in the Department of Recreation's Outdoor Facilities Renovation project as part of this new Playgrounds Initiative. This additional investment brings the total recommended capital commitment to \$1 million annually and \$6 million for the six-year plan. This recommendation will support the complete renovation of approximately 12 playgrounds per year. 2001/2002 Operating Budget includes \$80,240 in each year for two additional Facility Maintenance Specialist positions exclusively for playground maintenance and renovation efforts as part of the overall initiative. In addition, as part of an ongoing effort, seven additional playground renovations will be completed over the next four years to bring the Department of Parks' playground sites up to current Safety standards.
6. **New Infrastructure.** \$4.1 million is recommended over the biennium and \$5.5 million for the six-year plan for New Infrastructure projects. Projects such as the College Hill Community Center and the Spinney Field Improvements project are related to existing agreements or prior year budget commitments and, therefore, do not add new facilities to the City existing physical asset inventory. Additional operating costs for the new College Hill and Madisonville Recreation Center which should be opened in 2002, are budgeted at \$631,240.
7. **Maintaining City Facilities in Neighborhoods.** \$21.4 million is recommended over the biennium to renovate City buildings, including Recreation, Park, and Health facilities.

Major Economic Development and Public Safety Projects Funded

1. **Convention Center Expansion.** \$43.3 million is recommended in 2002 for the City's portion of the expansion. Originally budgeted for 2001, this project has been shifted to 2002 to reflect a more likely project schedule. If the project implementation occurs sooner, we will provide an interim financing plan until permanent financing is obtained in 2002.
2. **Downtown Retail Development.** \$24.8 million is recommended in the biennium and \$42.6 million for the six-year plan for major retail development projects including the Fifth and Race Redevelopment project. In addition, the City will build a large parking garage to support this project. Downtown retail development projects will be funded primarily from downtown Tax Increment Financing resources.
3. **Post Office Relocation.** \$9.3 million is recommended over the biennium for the relocation of the U.S. Postal Service Distribution Center. The City's commitment to this project will retain more than 2000 jobs in the city.
4. **Public Safety Communications, Information Systems and E-Government.** \$21 million over the biennium is recommended for projects including the new Citywide public safety 800 megahertz radio communication system (\$16.2 million), Electronic Government project (\$798,000), upgrades and replacement of various telephone systems that serve the Police Data Section (\$694,700), and an upgrade to the current 911 system (\$497,400).

Consolidated Plan Budget: Federal Funds Provide Resources for Important Program Services

The Consolidated Plan is a combined needs assessment, planning and resource allocation approach required by the U.S. Department of Housing and Urban Development for grant funding for housing and community development activities. An overall plan submission is required not less than once every five years, and annual implementation or action plans are required every year. Cincinnati submitted a five-year plan in 1999 for the period 2000-2004. The 2001-2002 Consolidated Plan Budget is for years two and three of the five-year plan.

The City receives funding from four entitlement grants annually. In addition, the Consolidated Plan provides the framework for other public and private agencies that are providers of housing and/or supportive services to apply for funding from HUD. The City's primary grant is the Community Development Block Grant (CDBG), primarily a "bricks and mortar" program to improve housing, neighborhoods and the economic conditions of low-and moderate-income citizens. Funding for social services is provided subject to a 15% expenditure cap. The HOME Investments Partnership Program (HOME) promotes affordable rental and owner-occupied housing for low-income families. The Emergency Shelter Grant (ESG) Program provides operational support for emergency shelters and transitional housing for the homeless. The Housing Opportunities for Persons with AIDS Program (HOPWA) provides for housing assistance and related services for persons and their families affected by AIDS within a tri-state, twelve-county area.

This recommended biennial budget provides for the following important program services:

Consolidated Plan Budget	2001-2002
Housing – Homeowners	\$14.7 million
Housing – Renter Assistance	\$13.1 million
Human Services/Homeless	\$6.4 million
Small Business/NBD/Jobs	\$10.2 million
Other*	\$9.4 million
Total	\$53.8 million

*Includes Blight Removal, Administration and Debt Service

The recommended biennial amount of \$53.8 million is a 0.9% increase from the approved 1999/2000 biennial amount of \$53.3 million. It is expected that the City's final grant amounts for 2001 will increase somewhat; however, the final amounts were not known when this budget was compiled. The Consolidated Plan Budget for 2001 for all programs is 5.1% larger than the 2000 budget. Local resources for the CDBG Program are greater in 2001 due to significant one-time reprogramming resources, despite an anticipated reduction in program income resulting from the change to deferred payment loans in the Homeowner Rehabilitation Loan program. The City Council will have the opportunity to update the budget when final grant resources and end-of-year savings are known.

The improvement of housing conditions and expansion of economic opportunities for low- and moderate-income citizens are the primary goals of the Consolidated Plan programs. Nearly all program activities improve neighborhoods or provide services to citizens in neighborhoods. Highlights of the 2001 program follow:

Housing

- Continued emphasis on creating new homeowners and retaining existing homeowners
- Continued funding of CMHA's Lincoln Court Redevelopment project
- Continued funding of the Housing Round competitive development program

- Increased funding for demolition of vacant hazardous buildings

Economic Development

- Four NBD projects totaling \$1 million recommended through the CNBDU process
- Commitment to Community Action Agency of \$1 million over two years for redevelopment of the Elder-Beerman building at Swifton Commons for a new CAA facility
- \$1 million over two years for Findlay Market Area public improvements
- Continued support for small businesses through the Small Business Loan Fund, technical assistance and microenterprise program assistance

Human Services

- Program operating activities, Facilities Renovations, Emergency Shelter Grant, and HOPWA total \$3.3 million in 2001 and \$3.1million in 2002

Tax and Fee Increases

Other than those noted below, I am recommending no changes in taxes, fees, or charges for service.

1. The property tax rate is set at 5.4 mills, down from 5.54 mills in 2000 which will generate an amount of revenue 2.8% lower than previous 2000 estimates.
2. There is no rate increase anticipated for Water Works service in 2001 but there is a 3.0% increase planned for 2002. That issue will be addressed in the 2002 Budget Update.
3. The Metropolitan Sewer District is anticipating rate increases of 6% in 2001 and 6% in 2002 to fund federal clean water mandates. MSD rate increases are the responsibility of the Hamilton County Board of Commissioners.
4. The Health Department has implemented an increase in license fees for pools, resulting in an increase of approximately \$22,000, making the program self-sufficient.
5. Medicare, the single largest payer for Emergency Medical Services (EMS) transports, is initiating a proposed increase in the allowable reimbursements. This increase is being phased in over the next four-year period. It is recommended that EMS transport charges be increased to meet the proposed allowable rates being implemented by Medicare. The City's last rate increase was in 1993 for Basic Life Support transports. The impact on the 2001 revenues has been projected on an annualized basis to be \$300,000 in additional revenues. It is recommended that the City's rate increases be placed in effect January 1, 2001.
6. An increase in greens fees at municipal golf courses is anticipated as follows: (1) systemwide fee increase of \$.25 on 9-hole rates and \$.50 on 18- hole rates - estimated additional revenue \$ 91,500; (2) weekend rates assigned to Reeves, Avon, California and Neuman courses of \$1.00 on 9-hole rate and \$2.00 on 18-hole rate - estimated additional revenue \$65,000. Increased range ball fees will result in an estimated increase in revenue of \$ 25,000. No fee increase planned for golf car rental.
7. The Cincinnati Park Board is recommending an increase in the street tree assessment from \$0.12 to \$0.14 per front foot. This increase would enable the program to fund core services and generate a total of \$1.5 million in annual revenue. The average homeowner's cost for professional street tree services would increase from \$6.00 per year to \$7.00 per year. If the City Council approves increasing the Urban Forestry assessment during the 2001-2002 Biennial Budget process, the increase to a rate of \$0.14 per front foot would take effect in 2002. The current rate has been in effect since 1994.

Staffing Plan

The City will reduce the overall number of funded positions in 2001 and in 2002. The total number of full-time equivalent (FTE) positions is recommended to decline from 6,731.1 budgeted in 2000 to 6,612.4

in 2001 which is a reduction of 118.8 FTE. There is a reduction of 124.0 FTE in the General Fund and a 5.3 FTE increase in the Restricted Funds. In 2002, there is an additional reduction of 6.0 FTE, 4.0 in the General Fund and 20 in the Restricted Fund. This brings the total FTE reduction over the biennium to 125 positions. The projected change in Non-Safety FTE from 1995, when FTE records were first kept by the City, to 2002 is a decrease of 6.4%. The change in Safety FTE from 1995 to 2002 is an increase of 5.6%.

The following tables provide a summary of the recommended staffing plan for 2001/2002 for all City staff and for police and fire staff.

2001/2002 City Staffing Plan

(in Full Time Equivalents, FTE)	2000 Approved Budget	2001 Recommended Budget	Change From 2000	2002 Recommended Budget	Change From 2001
General Fund	4,159.1	4,035.1	(124.0)	4,031.1	(4.0)
Restricted Funds	2,572.0	2,577.3	5.3	2,575.3	(2.0)
Total City Staffing	6,731.1	6,612.4	(118.8)	6,606.4	(6.0)

2001/2002 Sworn Authorized Strength Staffing Summary

(in full-time Equivalents, FTE)	2000 Approved Budget	2001 Recommended Budget	Change From 2000	2002 Recommended Budget	Change From 2001
Police Sworn	1,000.0	1,000.0	0.0	1,000.0	0.0
Fire Sworn	<u>787.0</u>	<u>787.0</u>	<u>0.0</u>	<u>787.0</u>	<u>0.0</u>
Total Sworn	1,787.0	1,787.0	0.0	1,787.0	0.0

Police Sworn Positions. The recommended 2001/2002 Biennial Budget includes the authorized strength as established by the City Council.

Fire Sworn Positions. The recommended 2001/2002 Biennial Budget includes the authorized strength as established by the City Council.

Transmittals:

Four documents are transmitted for your review:

1. This Executive Summary which provides budget highlights
2. Operating Budget which provides the budget for City services by department
3. Capital Budget which provides the biennial capital budget and the six-year capital plan
4. Consolidated Plan Budget which includes the federal Community Development Block Grant, the HOME Investment Partnerships Program, the Emergency Shelter Grant, and the Housing Opportunities for Persons with AIDS Grant.

Included at the end of this transmittal are additional tables:

1. All Funds Operating Budget
2. All Funds Operating Budget Summary
3. All Funds Capital Budget Summary
4. Consolidated Plan Budget Summary
5. Staffing Plan

Conclusion

This All Funds Biennial Budget provides an opportunity for City Council to maintain essential, quality services while making significant additional Capital investment in our neighborhoods. It is a budget that will keep the City of Cincinnati in the forefront as a provider of high quality municipal services for residents, businesses, and visitors. I recommend its approval.

A special thanks goes to the staff of the Finance Department, Office of Budget and Evaluation, who have provided me with excellent analysis and sound advice in developing this recommended budget. They are deserving of your commendation for their exceptional work and dedication.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "John F. Shirey". The signature is fluid and cursive, with the first name "John" and last name "Shirey" clearly distinguishable.

John F. Shirey
City Manager

All Funds Operating Budget

Fund	1999 Approved	2000 Approved	2001 Recommended	2002 Recommended
050 General Fund	\$295,981,640	\$305,049,150	\$308,175,640	\$316,867,470
APPROPRIATED RESTRICTED FUNDS				
101 Water Works	\$72,558,600	\$75,769,600	\$82,165,670	\$86,086,350
102 Parking Facilities	6,196,960	6,349,120	6,526,020	6,664,690
103 Convention Center	5,198,860	5,865,490	5,424,320	5,553,420
104 General Aviation	1,246,960	1,282,470	1,386,380	1,403,170
105 Municipal Golf	5,765,490	5,940,970	6,176,520	6,312,560
107 Stormwater Management	6,047,650	6,431,280	6,023,700	5,997,540
151 Bond Retirement	45,566,310	46,235,520	51,842,360	51,860,390
301 Street Construction	8,171,490	8,747,780	8,033,440	8,221,540
302 Income Tax-Infrastructure	11,159,940	12,018,870	13,671,710	13,971,370
303 Parking Meter	709,750	728,900	731,240	749,340
304 Community Dev Block Grant	2,489,900	2,894,900	3,039,630	3,039,630
306 Motor Vehicle License Tax	3,590,870	3,157,610	2,849,860	2,918,650
318 Sawyer Point	1,112,470	1,134,940	1,128,920	1,156,230
323 Recreation Special Activities	2,796,170	2,926,050	2,956,350	3,025,920
395 Health Services	4,012,770	3,090,660	2,998,650	3,070,970
424 Cable Communications	1,442,470	1,732,210	1,713,830	1,700,710
701 Metropolitan Sewer District	108,912,390	113,735,810	121,752,230	124,848,040
759 Income Tax Transit	35,803,940	38,296,130	38,594,860	40,246,540
APPROPRIATED RESTRICTED FUNDS	\$322,782,990	\$336,338,310	\$357,015,690	\$366,827,060
NON-APPROPRIATED RESTRICTED FUNDS	\$21,377,670	\$18,898,890	\$22,300,070	\$22,836,920
RESTRICTED FUNDS TOTAL	\$344,160,660	\$355,237,200	\$379,315,760	\$389,663,980
GRAND TOTAL	\$640,142,300	\$660,286,350	\$687,491,400	\$706,531,450

Note: The 2000 Budget previously included \$4.4 million in General Fund debt service for major capital projects. This amount is now being reported as a capital investment transfer in the Six-Year Forecast. The 2000 Budget does not include \$1.2 million in General Fund additional appropriations that are included in the Six-Year Forecast and the 2001/2002 All Funds Budget chart on page 3. Community Development Block Grant amounts cited above are not included in the chart on page 1.

All Funds Operating Budget Summary

Agency/Account	1999 Approved	2000 Approved	2001 Recommended	Change 2000 to 2001	2002 Recommended	Change 2000 to 2001
City Council	\$1,250,320	\$1,258,250	\$1,313,920	4.4%	\$1,497,910	14.0%
Office of the Mayor	190,130	190,780	192,990	1.2%	197,430	2.3%
Clerk of Council	758,850	991,110	758,720	-23.4%	1,281,770	68.9%
City Manager	11,203,290	9,529,430	12,205,470	28.1% ¹	12,492,230	2.3%
Buildings & Inspections	5,975,970	5,595,000	5,659,310	1.1%	5,720,420	1.1%
City Planning	2,045,200	1,912,610	1,537,250	-19.6%	1,561,080	1.6%
Economic Development	2,211,630	1,818,870	2,499,590	37.4%	2,737,520	9.5%
Finance	10,916,130	11,454,810	10,843,010	-5.3%	11,170,890	3.0%
General Services	24,187,280	25,285,040	22,392,320	-11.4%	22,835,120	2.0%
Health	35,242,250	34,307,450	34,395,810	0.3%	35,164,530	2.2%
Law	4,518,410	4,502,590	4,642,130	3.1%	4,748,130	2.3%
Neighborhood Services	8,474,830	7,249,250	7,729,950	6.6%	7,829,480	1.3%
Parks	7,616,820	7,610,570	7,755,350	1.9%	7,981,870	2.9%
Personnel	2,518,350	2,230,490	2,410,880	8.1%	2,466,800	2.3%
Public Services		34,405,940	35,229,780	2.4%	36,062,150	2.4%
Public Works	37,306,240					
Recreation	23,295,030	23,707,710	24,050,780	1.4%	25,093,820	4.3%
Safety						
Fire	47,979,950	50,660,540	52,719,750	4.1%	53,923,290	2.3%
Police	78,168,940	79,169,770	82,287,610	3.9%	84,770,440	3.0%
Safety Director	628,690	591,980	598,800	1.2%	612,610	2.3%
Sewers	70,544,380	72,548,840	77,795,080	7.2%	77,571,450	-0.3%
SORTA	34,878,870	37,399,690	37,694,920	0.8%	39,324,400	4.3%
Transportation and Eng.		4,701,100	4,938,530	5.1%	4,998,390	1.2%
Water Works	46,680,370	47,562,600	49,289,480	3.6%	49,913,670	1.3%
TOTAL ALL DEPARTMENTS	\$456,591,930	\$464,684,420	\$478,941,430	3.1%	\$489,955,400	2.3%
Cincinnati Public Schools	\$0	\$5,000,000	\$5,000,000	0.0%	\$5,000,000	0.0%
Cinti Human Relations Comm	332,370	440,710	444,480	0.9%	455,480	2.5%
Citizens Committee on Youth	943,080	897,110	904,790	0.9%	927,180	2.5%
Debt Service	102,408,350	108,483,570	121,311,650	11.8%	127,522,000	5.1%
Employee Benefits & Pensions	70,922,160	71,170,160	70,302,470	-1.2%	71,855,940	2.2%
General Fund Overhead	5,224,040	5,260,300	5,998,260	14.0%	6,146,690	2.5%
Non-Departmental Accounts	2,720,370	3,190,580	3,238,320	1.5%	3,310,100	2.2%
Reserve for Contingencies	1,000,000	1,159,490	1,350,000	16.4%	1,358,660	0.6%
TOTAL NON-DEPARTMENTAL	\$183,550,370	\$195,601,920	\$208,549,970	6.6%	\$216,576,050	3.8%
GRAND TOTAL	\$640,142,300	\$660,286,340	\$687,491,400	4.1%	\$706,531,450	2.8%

Note: The 2000 Budget previously included \$4.4 million in General Fund debt service for major capital projects. This amount reported as a capital investment transfer in the Six-Year Forecast. The 2000 Budget does not include \$1.2 million in General appropriations that are included in the Six-Year Forecast. Community Development Block Grant amounts cited above are on page 1.

¹Notwithstanding the \$3.2 million increase in job training grants, the change in the City Manager's Office from 2000 to 2001 decrease of 5.8%.

All Funds Capital Budget Summary

Agency/Account	1999 Appropriated	2000 Appropriated	2001 Recommended	Change 2000 to 2001	2002 Recommended	Change 2001 to 2002
City Council						
Office of Mayor						
Clerk of Council						
City Manager	\$950,400	\$679,500	\$455,000	-33.0%	\$330,000	-27.5%
Buildings & Inspections	54,100	686,600	57,000	-91.7%	58,000	1.8%
City Planning	103,000	85,200	90,000	5.6%		
Economic Development	10,495,300	3,827,700	11,643,000	204.2%	39,800,600	241.8%
Finance	1,834,000		125,000			
General Services	14,974,800	14,066,400	14,306,500	1.7%	58,532,400	309.1%
Health	426,000	394,200	575,000	45.9%	560,000	-2.6%
Neighborhood Services	6,310,880	6,200,000	6,154,280	-0.7%	7,704,280	25.2%
Parks	4,530,500	3,964,600	3,375,000	-14.9%	3,292,000	-2.5%
Personnel	715,000	160,900				
Public Services		3,296,400	2,457,800	-25.4%	2,039,900	-17.0%
Public Works	130,365,580					
Recreation	7,788,000	6,429,700	3,977,000	-38.1%	3,400,000	-14.5%
Safety						
Fire	57,000	736,500	299,500	-59.3%		-100.0%
Police	500,000	226,000	10,958,000	4748.7%	6,585,600	-39.9%
Safety Director	178,000	186,300				
Sewers	65,687,300	65,340,200	60,798,400	-7.0%	54,619,000	-10.2%
Transportation & Engineering		173,954,060	44,701,200	-74.3%	30,785,000	-31.1%
Water Works	40,656,000	50,224,000	63,630,000	26.7%	62,356,000	-2.0%
TOTAL ALL DEPARTMENTS	\$285,625,860	\$330,458,260	\$223,602,680	-32.3%	\$270,062,780	20.8%
Income Tax Debt Service	5,705,000	9,920,000	5,549,000	-44.1%	11,793,000	112.5%
GRAND TOTAL	\$291,330,860	\$340,378,260	\$229,151,680	-32.7%	\$281,855,780	23.0%

Consolidated Plan Budget Summary

	1999 Budget	2000 Budget	2001 Recommended	Change 2000 to 2001	2002 Recommended	Change 2001 to 2002
Buildings & Inspections	\$526,300	\$561,300	\$741,000	32.0%	\$687,500	-7.2%
City Manager	859,040	1,149,750	1,055,770	-8.2%	991,940	-6.0%
Economic Development	4,573,500	4,289,972	4,013,990	-6.4%	4,084,340	1.8%
Law	200,000	200,000	194,240	-2.9%	190,290	-2.0%
Neighborhood Services	16,412,070	16,536,275	17,892,430	8.2%	16,090,800	-10.1%
TOTAL DEPARTMENTS	\$22,570,910	\$22,737,297	\$23,897,430	5.1%	\$22,044,870	-7.8%
General Administration & Planning	\$2,489,900	\$2,894,900	\$3,039,630	5.0%	\$3,039,630	0.0%
Section 108 Debt Service	1,319,900	1,267,100	1,340,300	5.8%	431,500	-67.8%
GRAND TOTAL	\$26,380,710	\$26,899,297	\$28,277,360	5.1%	\$25,516,000	-9.8%

Staffing Plan

	General Fund				Other Funds				All Funds			
	1999	2000	2001	2002	1999	2000	2001	2002	1999	2000	2001	2002
City Council	25.0	25.0	28.0	28.0					25.0	25.0	28.0	28.0
Office of the Mayor	5.0	5.0	5.0	5.0					5.0	5.0	5.0	5.0
Clerk of Council	7.0	7.0	7.0	7.0					7.0	7.0	7.0	7.0
City Manager	46.2	49.2	52.1	52.1	19.0	17.7	15.8	15.8	65.2	66.9	67.9	67.9
Buildings & Inspections	118.1	115.1	111.1	110.1	1.9	0.9	0.9	0.9	120.0	116.0	112.0	111.0
City Planning	21.5	21.0	20.5	20.5	6.5	6.5	6.0	6.0	28.0	27.5	26.5	26.5
Economic Development	23.5	23.5	21.5	21.5					23.5	23.5	21.5	21.5
Finance	149.0	146.0	141.0	141.0	50.2	51.2	54.2	54.2	199.2	197.2	195.2	195.2
General Services	40.0	40.0	50.0	50.0	495.6	493.9	480.3	480.3	535.6	533.9	530.3	530.3
Health	377.9	385.2	374.6	374.6	171.4	165.4	166.0	166.0	549.3	550.6	540.6	540.6
Law	79.0	79.0	79.0	79.0	6.5	6.5	6.5	6.5	85.5	85.5	85.5	85.5
Neighborhood Services	20.6	21.6	20.5	20.5	27.2	26.9	26.0	25.0	47.8	48.5	46.5	45.5
Parks	116.3	118.3	114.3	114.3	43.8	43.8	43.8	43.8	160.1	162.1	158.1	158.1
Personnel	38.2	31.2	34.2	34.2	3.0	3.0	3.0	3.0	41.2	34.2	37.2	37.2
Public Services		317.5	326.5	326.5		242.9	220.9	220.9		560.4	547.4	547.4
Public Works	412.0				313.4				725.4			
Recreation	478.8	485.1	370.4	368.4	34.5	32.7	93.1	93.1	513.3	517.8	463.5	461.5
Safety												
Fire	837.0	842.5	842.5	842.5					837.0	842.5	842.5	842.5
Police	1,345.4	1,343.4	1,337.4	1,337.4			2.0	2.0	1,345.4	1,343.4	1,339.4	1,339.4
Safety Director	8.0	7.5	6.5	6.5					8.0	7.5	6.5	6.5
Sewers					750.0	769.0	753.0	752.0	750.0	769.0	753.0	752.0
Transportation and Eng.		96.0	93.0	92.0		70.0	71.0	71.0		166.0	164.0	163.0
Water Works					641.6	641.6	634.8	634.8	641.6	641.6	634.8	634.8
TOTAL	4,148.5	4,159.1	4,035.1	4,031.1	2,564.6	2,572.0	2,577.3	2,575.3	6,713.1	6,731.1	6,612.4	6,606.4
Police Sworn	1,000.0	1,000.0	1,000.0	1,000.0					1,000.0	1,000.0	1,000.0	1,000.0
Fire Sworn	787.0	787.0	787.0	787.0					787.0	787.0	787.0	787.0
Non-Sworn	2,361.5	2,372.1	2,248.1	2,244.1	2,564.6	2,572.0	2,577.3	2,575.3	4,926.1	4,944.1	4,825.4	4,819.4